



Public-Private Partnerships (PPPs)

The Art and Science of Applying PPPs
in Emergency Preparedness, Response,
and Recovery

Association of Contingency Planners

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What We Will Cover

- Why we all need to better understand PPP's
- What PPP's are, and what they are not
- What “Perspectives” and “Value Propositions” have to do with PPP's
- Understanding the “Partners” in a PPP's
- Recognizing the natural obstacles in to PPP's



Why Learn PPP's?

“Whole Community” Approach to Emergency Management on a National Scale

“We need to move away from the mindset that Federal and State governments are always in the lead, and build upon the strengths of our local communities and, more importantly, our citizens. We must treat individuals and communities as key assets rather than liabilities.”

W. Craig Fugate, FEMA Administrator



Why Learn PPP's?

- We Have a Lot in Common:
 - We care about serving, strengthening, protecting, and preserving our Communities
 - Our Communities are stronger if we can work closely together and leverage our strengths
 - We have even more in common in an emergency
 - We are all interested in “Value Propositions” for being more resilient and sustainable



Why Learn PPP's?

- We Can Learn from Other PPP Experiences
 - Power Plants (IPPs), Water Plants, Hospitals, Universities, Prisons, Telecom
 - Toll Roads, Airports, Seaports, Stadia, Olympics
- Yogi Berra
 - “If you don’t know where you’re going, you might end up somewhere else”



What Are PPPs?

- PPPs = Collaborative Relationships Based on:
 - Needs of the Parties
 - Capabilities and Resources of the Parties
 - A “Value Proposition”
 - Skills and resources that can be used to mutual benefit
 - Trust...Built Over Time
- Require Effective, Continuous Communications
 - Established prior to an Emergency
 - Thorough-out the Relationship



Public Sector Parties

- In Emergency Management, there are two sides to the Public-Private Partnership:
 - “Public Sector”, which includes Federal, State, and Local Gov’t Entities [CDEM, HHS, CDPH&E, DOD, Quasi-Gov’t entities (i.e. REA’s, etc.)]
 - “Private Sector”, which includes multiple entities
 - Private Businesses (large and small)
 - NGO’s, other Voluntary Organizations



PPPs Are Viewed As...

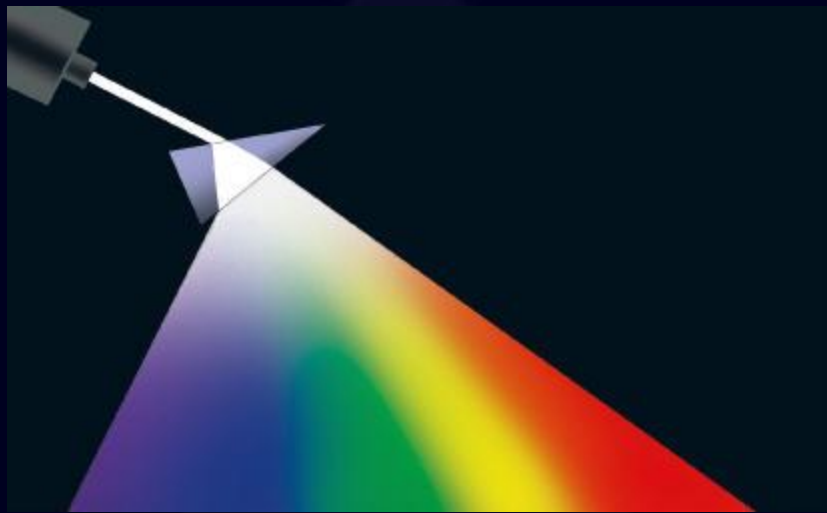
- A Tool
- An Opportunity
- Sometimes, A “Necessary Evil”
 - NCPPP training for Texas Legislature & Agencies; started with two questions?
 - How many of you would be here today if...
 - How many of you don’t trust the “private sector” ...



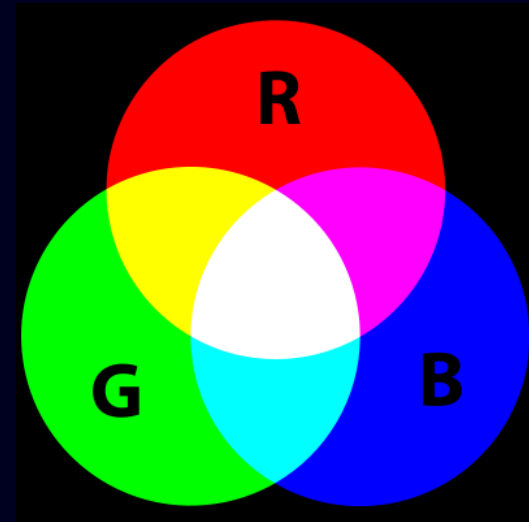
It's Not That Simple!

- Partnering is a Complex Process that Brings Together Two or More Parties with:
 - Different Cultures and Operating Styles
 - Different Metrics and “Value Propositions”
 - With Scar Tissue...
- Like Any Effective Partnership, PPPs Require Work
- But Payoff's can be Substantial—Often Unexpected

Light Theory Analogy



Spectrum of Light

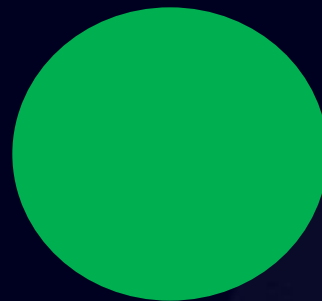
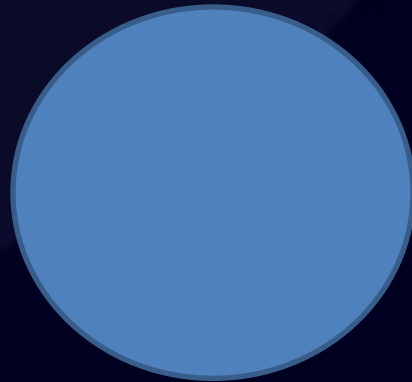


RGB Primary Colors



Light Theory Analogy

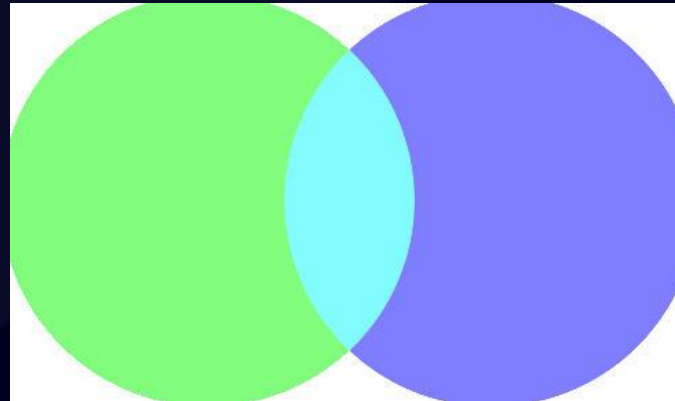
Each color has its own Characteristics
Just like each Partner has its own Culture,
Style, Metrics, Procedures, “Drivers”



Light Theory Analogy

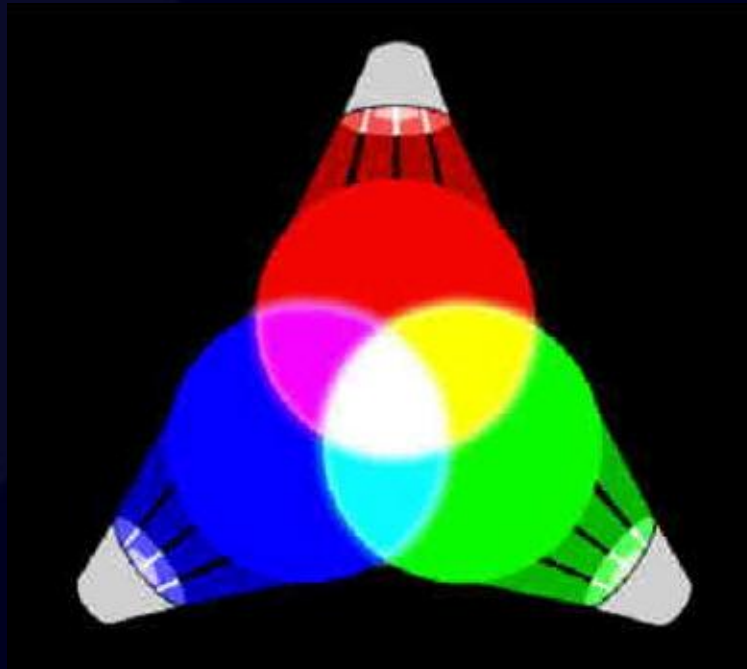
In the Science of Light, $1 + 1 = 3$

Like Light, PPPs Can Create Added Value



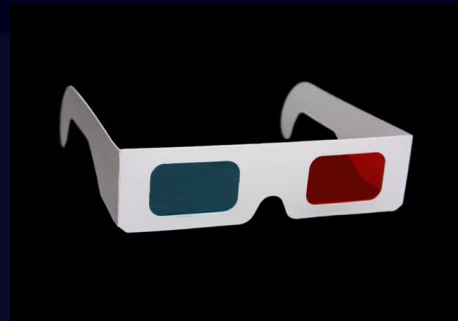
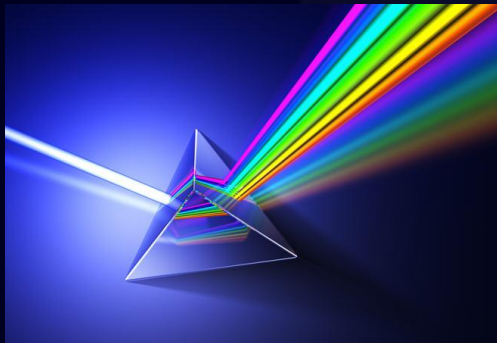
Light Theory Analogy

- The Full Spectrum of Value is Where All of the Light Comes Together... a “highest value” Zone



Light Theory Analogy

- Everyone See's the World (and "Solutions") Through Their Own Life Prism of Experience



- EM's May Frame Everything on Response Experience
- Businesses May Frame Everything Based on Metrics



Light Theory Analogy

- “*Convergence Centers*” are Designed to Bring Diverse Groups Physically Together to Share Unique Knowledge and Experience... $1+1=3$
- “*Critical Thinking*” is Essential to Effective Learning and win-win-win solutions...Forces You to Think Outside Your Own Box
- “*PPPs*” Stimulate Convergence of Experience and Resources, and Critical Thinking



Partnerships in Emergency Management

There are Various Partnerships Involved



Partnerships in Emergency Management

PPPs Can Yield Optimal Recovery Frameworks



Partnerships in Emergency Management

Lack of Strong PPPs Can Lead to
Sub-Optimal Solutions





Whole Community Resilience and Recovery



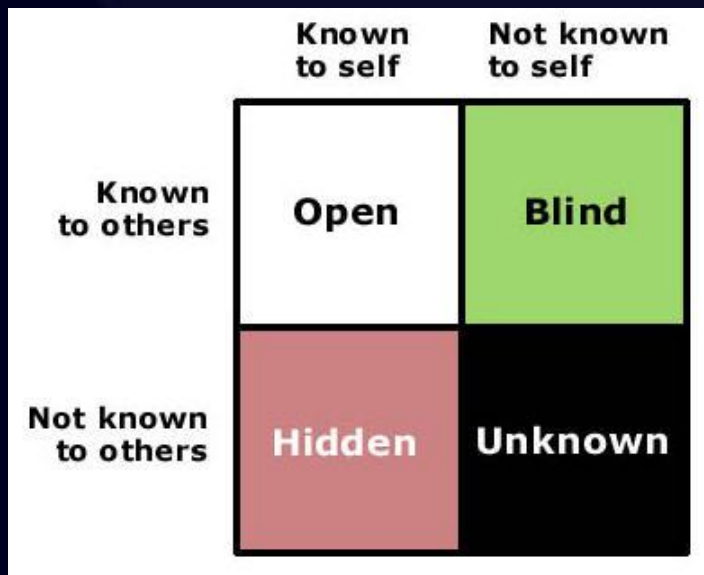


Obstacles to Any P-P Partnership

- Communications Challenges
 - Different “Languages”, “Protocols”, and “Messages”
- Mismatched Resources and Experience
- Difficulty Sharing Control and/or Liability
 - Risks should be assigned to those best able to control the risk
 - Holding all the control while handing off all of the risk never works in a true partnership

Obstacles to Any P-P Partnerships

- Don't Really Know Who The Partner Is ???
 - Culture, style, metrics, processes...”drivers”
- Don't Really Know How They See You ???



Goal of a “Johari Window” exercise is to help potential Partners:

1. Expand their “Open” quadrant
2. Shrink their “Blind” and “Hidden” quadrants
3. Reduce “Unknowns”



Obstacles to Any P-P Partnership

- Different “Value Propositions”
 - Each entity must have a clear Value Proposition
- Mismatched Styles
 - i.e. Bureaucratic versus Empowered
 - i.e. Autocratic versus Consensus Building
- Mismatched Resources and Experience
- Lack of Trust
 - Always exists at beginning; Trust grows over time
- There is Always the Silent Partner... “Politics”



Examples of PPP's

- “Connect Colorado”, CEPP Resource Data Base
- ARES/RACES Emergency Communications
- Recovery Phase Logistics and Distribution Sys, and Restoration Resources
- Individual Staff and Community Preparedness
- Timely Critical Information Sharing
- Priority Access and Transportation



What Did We Learn About PPP's

- They are Not Just About Resource Sharing
- They Will Foster Critical Thinking
 - Before (Planning), During, and After a Major Event
 - Expand Everyone's "Knowledge Maps"
- They Will Strengthen Both Plans and Execution
 - Prevent Costly Mistakes and Reduce Chaos
 - Optimize Application of Available Resources
- They Can Increase Operational Sustainability



Bottom Line

- PPPs Are Critical Elements for Success
 - $1 + 1 = 3$ or More, if PPPs Are Done Right!
 - Have Highest Value if They Are in Place Early
- PPPs Take Work to Establish and Maintain;
 - Open and Honest Examinations and Exchanges
 - Dealing Up-Front with Tough Issues--Together
 - Sharing Responsibility, Risk...and Control
 - Building Trust Over Time
- PPPs Can Be a Critical Contingency Planning Tool!



Questions?

